

Timeline Following Community Hope Center's Journey Towards a More Transformational Ministry Model

2014

- June - Paul and Denise hired at same time
- August - Paul asked BOD, is CHC fulfilling the mission statement in its Constitution? Answer – not completely.
- Oct/Nov – Listening tour w/ BOD to ascertain how much unity there was among the BOD about CHC's mission. Paul and Denise found there was a great deal of unity and commitment to CHC's mission. It was determined that a new mission statement was needed to better reflect CHC.

2015

Throughout the year Paul and Denise continued to learn about the importance of having clear outcomes, measuring progress, and felt the nudging of the Holy Spirit to “go deeper” and do more with guests.

- April/May – First mention to BOD of God's desire to make CHC a place where lives are transformed. Instead of trying to come up with a mission statement, Paul and Denise shared with the BOD that CHC needs to identify its mission, seek God's vision, articulate core values and develop an action plan. Also asked to form a task force of BOD members, volunteers and staff to engage in these endeavors with Paul and Denise
- October – BOD approved revised mission statement: *Community Hope Center - Where help and hope are found in Jesus.*

2016

Throughout the year, Paul and Denise continued learning and identifying CHC's need for more holistic approach to helping guests, performance management, and the culture change needed to make those things happen. Denise began working on a plan to formalize CHC's volunteer management program and how it could help bring about a culture change at CHC that would be more guest-centered and less focused on process and policies.

- Feb – First retreat of Vision task force. No vision statement formed. The team expressed a desire for Paul and Denise articulate the vision, as they are the leaders God placed at CHC. They continued learning and working on a framework, the *why*, for the remainder of the year.
- August – CHC was awarded a Lutheran Foundation grant to help CHC formalize in volunteer management program, which in turn would help to create the culture change.
- September 2016 – BOD approves CHC's new logo which was a much better representation of CHC's current mission and direction.
- Aug-Dec of 2016 – filled two staff positions (one due to retirement the other new vol. manager position)

2017

- January – new website launched, new client database launched, new PR materials launched w/ new logo and messaging which subtly shifted the messaging to state that CHC provides help and hope, but eliminated the messaging that we give items away for free. This was done deliberately in anticipation of what Paul and Denise have discerned from the Lord about the new vision and learning in best practices in helping people experiencing poverty.
- February – Paul and Denise met Scott Walker and toured Kingdom House. We were encouraged to learn that other orgs had made a similar pivot from transactional service model to developing programs that fostered life transformation. It was pivotal in confirming that we were/are heading in the right direction.

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- February – Paul and Denise completed a 10 page vision framework and presented it to the Vision Task Force who gave helpful feedback. The framework is much more geared to knowing your outcomes and knowing how you are going to gauge success, and not so much in casting an inspiring vision. The vision task force affirmed the framework and asked Paul and Denise to continue working on the vision. They did, and as always, continued taking advantage of every learning opportunity they could and received invaluable training, feedback, and encouragement from The Lutheran Foundation, Send Me St. Louis, Melinda McAliney, and Sarah Buek.
- July – CHC's first Volunteer manager resigned. Second volunteer manager hired in October 2017.
- August – Paul and Denise submitted a 10-page vision document which fully explores the vision God has shown to Paul and Denise, the Biblical basis for it, the why, and the potential implications for CHC's current programs and the people we serve.
- September – Vision task force gave Paul and Denise "thumbs up" to share the vision with the BOD
- November – Paul and Denise presented a plan to take BOD through a series of discussions which would culminate in the sharing of CHC's vision. BOD was given a copy of *Toxic Charity* as a launching point for the discussions.

2018

- January – May – Paul and Denise led BOD through a series of discussions which explored the "why" of the new vision, research on the best way to help people who are experiencing poverty, and other orgs who have changed their programs to be more transformative.
- April – BOD toured Kingdom House and heard a great presentation followed by a Q&A with Scott Walker
- May – BOD affirmed CHC's new 2-page vision document/direction and approved hiring Sarah Buek to help articulate CHC's mission and vision into concise statements, and develop a theory of change. She would also help ensure that all three were in alignment.
- September– CHC's 30th Anniversary Celebration and first public announcement that CHC will be changing to become a less transactional, more transformational, holistic ministry.
- Sept – Dec 2018 Vision implementation team (Paul, Denise, Trudy, Dave S., Dave B., and Steve) worked on Phase 1 of vision implementation with Sarah Buek, Insight Partners

2019

- February – New vision statement, mission statement and Theory of Change approved by BOD.

CHC New Vision statement:

To be a community overflowing with generosity and compassion, where everyone experiences wholeness and the sustaining hope of Jesus.

CHC New Mission statement:

Connecting neighbors through service and partnership to build flourishing lives and communities.